



THE IMPACT OF OPTIMAL JOB SATISFACTION ON EFFECTIVE EMPLOYEE PERFORMANCE WITH SPECIAL REFERENCE TO PVC MANUFACTURING SEGMENTS IN SALEM DISTRICT

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ABSTRACT

The success of any manufacturing organization depends largely on the workers are considered as the backbone of any PVC Manufacturing company. The study was mainly undertaken to identify the level of employee's attitude, the dissatisfaction factors they face in the organization and for what reason they performance is not good in their job. Once the levels of employee's attitude are identified, it would be possible for the management to take necessary action to reduce attrition level. Since they are considered as backbone of the company, their progression will lead to the success of the company for the long run. This study can be helpful in knowing, why the employees prefer to motivate the employees to work in their job and which factors make employee dissatisfy to be identified. Since the study is how management of employees is performed in the PVC Manufacturing segment in Salem District, it is needed by the originations in order to assess the overall interest and the feelings of the employees towards their Work Retention.

INTRODUCTION ON PVC

Plastic industry had actively increased in numbers in 1940s but only in 1970 the use of plastic in engineering material had really step up (Edwards, 1998). The end of the nineteenth century is the time where two of the newly found industry which are the acetylene and chlorine industry facing overproduction. Hence, scientists that lived during that time had to struggle to find a new product that can be formed by forming the two products and PVC is the surfaced. PVC is generally accepted to be discovered in 1912, the same year a production process of PVC is reported (Mulder and Knot, 2008). When the PVC was firstly introduced, the materials are said to be brittle and degraded when exposed to heat and lights.

Polyvinyl chloride pipes or PVC pipes are widely used as a medium to supply water to house and to the industry. The process of transferring the water from the reservoir to the customers is involved the pumping of water into the pipes. Hence, making the pressure inside the pipes increased and this has also increased the risk of the pressure to exceed the burst pressure of the pipes. The value of the burst pressure varies among the PVC pipes as they have different thickness, size of nominal diameter and also standard. Although the standards either Malaysian Standard (MS) 628, British Standard (BS) 3505 or even American Standard Testing and Material (ASTM) D1784 - 11 has stated the example of method that can be used to measure amount of internal pressure that can be withstand by the pipes but however, the actual pressure will always be different compared to the theoretical value. Therefore, this research will be focusing on showing the actual burst pressure of a perfect PVC pipe and pipe with defect is lower or higher compared to the theoretical burst pressure of a perfect pipe and the one with defect in equation (1).

OBJECTIVES OF THE RESEARCH

- To Study of Performance Management Systems in PVC Manufacturing Segments.
- To examine why an appraisal system is important.
- To study existing performance appraisal system.
- To find the expectation of employer and employees.
- To determine the satisfaction level of the employees.

SCOPE OF THE STUDY

- To help each employee understand more about their role and become clear about their functions.
- To be instrumental in helping employees to better understand their strengths and weaknesses with respect to their role and functions in the organization.
- To help in identifying the developmental needs of employees, given their role and function. To increase mutuality between employees and their supervisors so that eve employee feels happy to work with their supervisor and thereby contributes the maximum to the organization.
- To act as a mechanism for increasing communication between employees and their supervisors. In this way, each employee gets to know the expectations of their superior, and each superior also gets to know the difficulties of their subordinates and can try to solve them. Together, they can thus better accomplish their tasks.
- To provide an opportunity to each employee for self-reflection and individual goal setting, so that individually planned and monitored development takes place.
- To help employees internalize the culture, norms and values of the organization thus developing an identity and commitment throughout the organization.

REVIEW OF LITERATURE

The concepts of Performance management system and employees commitment are reviewed with a view to weaving theoretical relationships and causality. This is owing to the fact that it is work Schedule for proper understanding of performance management system and employee's commitment approaches.

Performance management is a holistic organizational responsibility that involves a systemic process of strategically identifying and continuously monitoring individual performance and checking possible result if it is in line with organizational set goals and objectives. The system makes correction possible and provides a strategic avenue for employee development as it takes in cognizance the entire contribution of

the employee that is expected and performed, and compared them to attract a high reward in the PVC Manufacturing Segments.

RESEARCH METHODOLOGY

The frame for the study is selected listed companies in PVC, specifically Lagos state; and the choice is due to the fact that it is the major city hosting most of the organization in the country. A questionnaire survey was used to obtain data from the respondents to study the impact of performance management system to employee's commitment to the company. The research strategy adopted in this study can be characterized as quantitative (a questionnaire survey). Primary data was used for the study obtained through the use of a questionnaire survey as the research instrument. This is due to the believe that a questionnaire serve as the foundation for both empirical and behavioral research. The questionnaire survey was designed in a liker scale format and scored ranging from Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), and Strongly Disagree (1). In determining the sample size; stratified convenience sampling technique was adopted. The choice of convenience sampling technique was because not all staff will be willing to fill questionnaire while carrying out their duties. 10 companies were randomly selected through balloting and each represented a stratum and an average of 5 staff of the companies were selected randomly (10 companies X 5 staff each) to arrive at 50 respondents. Justification for 5 was not to border the company's staff, as the questionnaire was administered during official working hours. Split-halves method was used to evaluate the reliability of the survey instrument and results from the two halves were compared to ensure no group differences exist. Content validity was used to determine the extent to which the empirical measurement reflected the content of study and ensure the survey contents includes everything it should, and does not include anything it should not. The study employed the use of parametric study for a data gotten via a non probabilistic sampling technique because the data would be coded and transformed to the form suitable for parametric study Regression analysis and t-test analysis was used for hypothesis I and II using SPSS. Data collected is balanced, objective, unbiased and a true representation of the sample, as constant supervision and monitoring took place during the process of issuing and collecting the questionnaires.

RESEARCH DESIGN

- Study is about defining Performance management system in PVC Manufacturing Segments.
- Performance management system is critical for talent management. PMS is critical in strengthening employer expectations. Study being made to identify how strong PMS impacts key HR processes viz compensation and benefits, training and development, recruitment and selection.
- This study will be carried out at PVC Manufacturing segments. Sample will be drawn from all the departments.
- This study will require primary data and secondary data. Data collection will done by designing appropriate questionnaire and conducting semi structured interviews.

TYPES OF DATA COLLECTION

Primary Data: "Primary data is that which is collected fresh and for the first time primary data is also called basic data or Original data."

1. Through Questionnaire.
2. Through Interaction with Employee.

Secondary Data: "Secondary data means data that which has been used previously for any research & now is use or the second time."

- Through Magazines
- Through Industrial Documents
- Through Website of Industry

Total Population: 1000

Sample Size: 100

Analysis Technique: Random Sampling and Questionnaire technique selected by researcher to collect the data from the respondent.

HYPOTHESIS TESTING

H₀₁: Performance management system has no impact on employee's commitment.

Dep. Variable	Co-efficient	t-value	Std. Error	R	R ²	R ² -adjusted	F-Ratio	Sig
Employee Commitment								
Constant	1.396	4.527	0.082	0.752	0.566	0.557	62.583	0.000
Employee Commitment	0.647	7.911						

Table 1: Summary of regression on impact of performance management system on employee's commitment

The result from data obtained is a major contribution to existing body of knowledge on this subject matter. It attests to the fact that the system adopted in measuring and compensating/rewarding employees for their discharge of their duties can be advanced as a tool for ensuring employees commitment. Performance management system is positively related to employee's commitment because of its high correlation value (R) which is 0.752 (75.2%). The result reveals a high degree of dependence of employee's commitment on organizations performance management system. R² = is the coefficient of determination of the two variables which shows the percentage of total variation of the dependent variable explained by the independent variable. The analysis shows, R² = 0.557

(55.7%), which is a moderate coefficient and clearly implies that the variation in employee's commitment are explained by changes or the nature of performance management system implemented in the organisation. The remaining 44.3% variation is explained by stochastic error term (e) meaning that 44.3% of changes in (EC) changes are explained by factors that are not explained in the model. The study discovered that employee's desire to spend longer hour in their place of work is high as majority of the respondents strongly agreed that the performance management system encourages and motivate them to work more. The standard error of 0.082 explicitly suggests that the independent variable (performance management system) is significant in explaining the variation in employee's commitment. According to the t-test result, Tc = 7.911 and the Tt is obtained at 5% level of significance with the degree of freedom as (50-1 = 49) on the T distribution table as Tt = 2.021. Therefore, we accept alternate hypothesis given the Tc > Tt (7.911 > 2.021). The result gives a higher t-calculated value to the t-tabulated; therefore we accept the alternative hypothesis H1 which states that performance management system has significant impact on employee's commitment to the organisation. The F statistics which shows the overall

significance of the model and goodness of fit of the model shows that the model has a good fit because the calculated F-ratio of 62.583 is greater than the critical value of 2.12 at 5% level of significance. The independent variable is a good predictor of the dependent variable.

LIMITATIONS OF THE STUDY

The research was conducted within the scope defined. In spite of that the research was bounded

- Each and every department is not covered because of random sampling.
- Lack of participation in PMS due to confidentiality of the data.

SUGGESTION & RECOMMENDATION

For creating a vibrant workplace that attracts, retains, and promotes talented employees and at the same time discourages non-performance organization need to have:

- Company should conduct P.A. for the purpose of promotion and training of the employees.
- Company should fix the proper objectives of P.A.
- Company should adopt a new method as well as traditional methods of P.A.
- Company should be conducting P.A. quarterly in a year. Training should be given on the basis of P.A.
- Company should implement the self-appraisal.

CONCLUSION AND RECOMMENDATION:

This study concludes from the findings that the nature of an organisations performance management system has enormous impact on employee's commitment. The way employees feel about their organisation is cogent in ensuring the corporate existence of the business. Therefore, there is need to carry employees along in the designing of performance management system since its successful implementation is also dependent on them. Finally, it is worthy to state that the extent of an employee's commitment has a direct bearing on the sustainability and profitability of any organization. Like most empirical studies, this research has its limitations. The small sample size is small and it is expected that further studies in this area should be carried out on a larger sample size

The study proffers the following recommendation:

- Employees should be carried along in designing the performance management system.
- Attention should be paid to using the system to trigger favorably behavior among employee's
- The organizations performance management system should be clear, objective and easy to understand.
- There should be an efficient feedback system that will serve as a corrective tool for further improvement.
- The performance appraisal system should be accurate and contain all necessary information.
- The system should be well documented, continuous, regularly updated to meet modern challenges/issue.

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